A GUIDE FOR DEVELOPING

NEIGHBOURHOOD PLANS

Winnipeg

Manitoba

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PART ONE

Introduction

A new kind of partnership is developing between communities and government, built on co-operation and recognition of the creative ideas and skills that neighbourhoods themselves have to offer. This guide is meant to help neighbourhoods assess their strengths, identify their vision of a vibrant community, and come up with an action plan to achieve their neighbourhood goals.

The City of Winnipeg, the Province of Manitoba, and the Government of Canada are encouraging neighbourhoods and communities to develop a planned approach to improvements.

- The City of Winnipeg Housing Policy requires that targeted neighbourhoods develop a neighbourhood housing plan for endorsement by their Community Committee.
- Manitoba's *Neighbourhoods Alive!* Initiative encourages the development of a comprehensive neighbourhood plan that includes physical, economic and social goals.
- Funding decisions under the Government of Canada's *Supporting Community Partnerships Initiative* are guided by *A Community Plan for the Homeless in Winnipeg*.

This guide has been developed to assist neighbourhoods and communities to organize, plan effectively and get some of the resources they may need to improve their neighbourhoods.

There is no "right" way to develop a neighbourhood or community plan. Each neighbourhood will need to adopt its own planning process to suit its unique situation.

Every good planning process, however, has certain "basics" in common. These include:

- ***Representation*** of key neighbourhood stakeholders
- ***Consensus Building*** towards decision making
- ***Open Communication*** with the neighbourhood

This guide includes suggestions on how to get started with your plan, steps to consider as you proceed, and where to find additional resources. The "Resources in Print" section (Appendix 7) is a

bibliography of resources grouped under topics you may wish to explore further. Internet sites and a listing of contacts that might help you along the way are also provided in the appendices. This guide provides some examples and ideas that may help you, but keep in mind that your local library, university libraries and the Internet can also be great sources of reference material.

1.1 WHAT IS A NEIGHBOURHOOD PLAN?

A neighbourhood plan is a written document that identifies the strengths and weaknesses of a defined area. It also provides practical actions that will result in an improved neighbourhood.

A neighbourhood plan does three essential things. It provides a **VISION** of what you would like your neighbourhood to look like, sets out clear **GOALS** to achieve that vision, and gives you an **ACTION PLAN** to reach those goals.

1.2 WHO DO YOU INVOLVE?

Developing a neighbourhood plan helps concerned residents, businesses, property owners and community organizations ***(the neighbourhood stakeholders)*** work together to identify important short and long-term goals.

Representation from a broad range of local stakeholders will help strengthen your base of neighbourhood support and make implementation of your action plan easier.

1.3 WHO BENEFITS FROM A NEIGHBOURHOOD PLAN?

- Everyone who lives, works and plays in the neighbourhood benefits from a neighbourhood plan.
- A well-developed plan also benefits the larger community and the city as a whole.
- A plan will help government departments and other organizations better understand the priorities of your neighbourhood so that they can serve you better.

What are the benefits of a neighbourhood planning process?

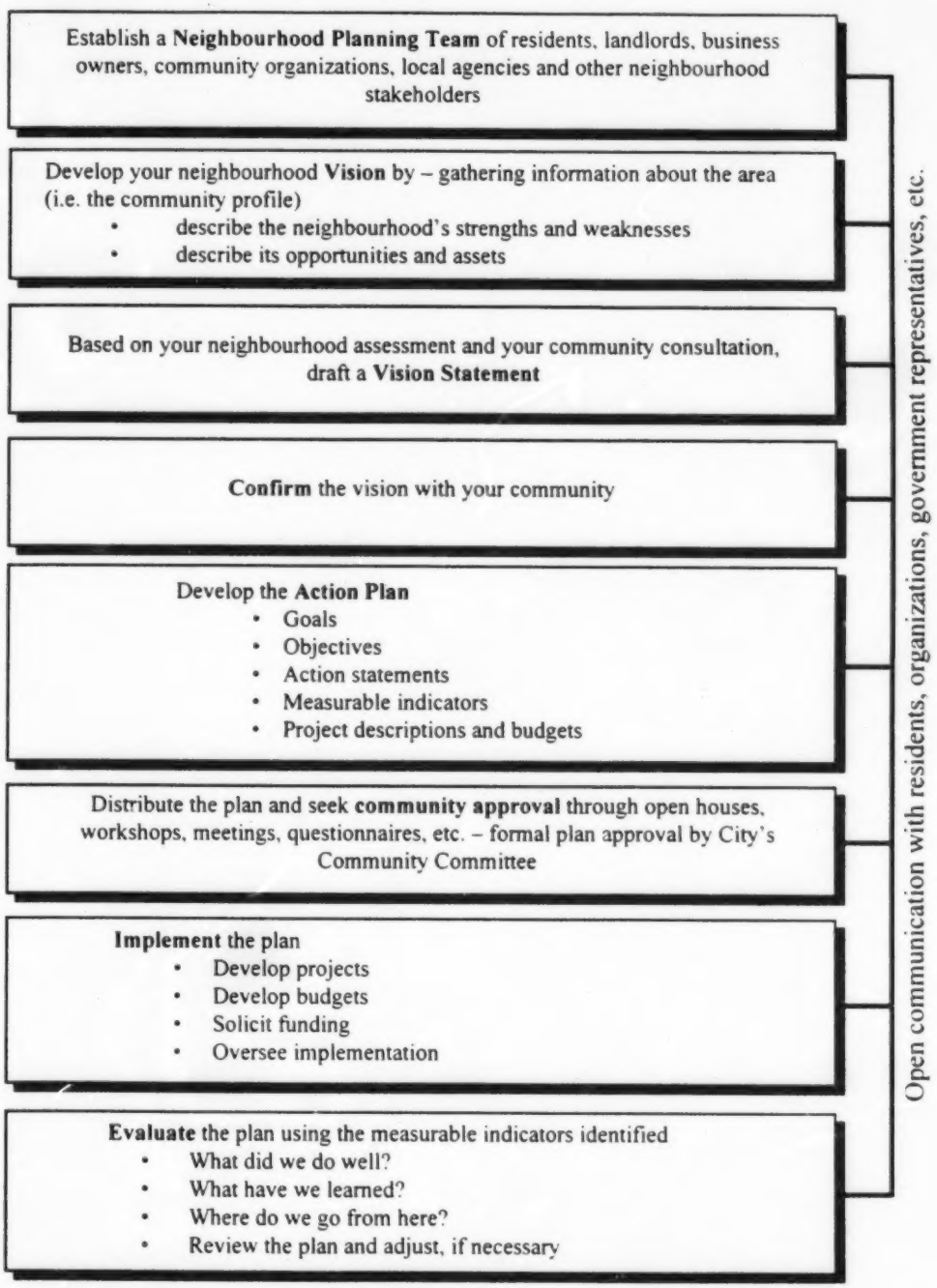
- It brings residents, businesses, and community organizations together to share ideas and work together on issues that are important to everyone;

- It improves communication and focuses ideas;
- It helps a neighbourhood identify its strengths and evaluate its own resources;
- It helps to build consensus about what needs to be accomplished;
- It encourages creativity and builds partnerships both within and outside the neighbourhood; and,
- It enables others to become more informed and responsive, and can direct the policy and financial decisions of local government.

Figure 1 highlights typical steps that a neighbourhood could follow in developing a neighbourhood plan. As shown, once a neighbourhood planning team is established, it takes stock of what is in the community and the strengths and weaknesses of the area. Through open communication with local residents and business owners, the team develops an idea (or vision) of what the community would like the neighbourhood to be within a given time frame (perhaps two or five years). To achieve that vision, the plan will include actions to reach those goals and objectives. To monitor progress, these actions and accomplishments need to be reviewed from time to time (e.g. annually), to measure and celebrate the successes of the plan. If necessary, changes can be made to better suit the current situation.

The rest of this document will expand on each of these steps.

FIGURE 1 - Steps in the Neighbourhood Planning Process


Establish a **Neighbourhood Planning Team** of residents, landlords, business owners, community organizations, local agencies and other neighbourhood stakeholders
Develop your neighbourhood **Vision** by – gathering information about the area (i.e. the community profile)
• describe the neighbourhood's strengths and weaknesses
• describe its opportunities and assets
Based on your neighbourhood assessment and your community consultation, draft a **Vision Statement**
Confirm the vision with your community
Develop the **Action Plan**
• Goals
• Objectives
• Action statements
• Measurable indicators
• Project descriptions and budgets
Distribute the plan and seek **community approval** through open houses, workshops, meetings, questionnaires, etc. – formal plan approval by City's Community Committee
Implement the plan
• Develop projects
• Develop budgets
• Solicit funding
• Oversee implementation
Evaluate the plan using the measurable indicators identified
• What did we do well?
• What have we learned?
• Where do we go from here?
• Review the plan and adjust, if necessary
Open communication with residents, organizations, government representatives, etc.

PART TWO

Getting Started

The first thing to remember is that a neighbourhood plan must come from local people. It depends on local leadership and participation to be successful. To help you get started, here are some important first steps:

1. **Check for Community Interest**
2. **Define your Neighbourhood**
3. **Establish a Neighbourhood Planning Team**
4. **Communicate with your Neighbourhood**
5. **Organize for Action**

2.1 CHECKING FOR COMMUNITY INTEREST

You will need to find a core group of interested people (at least 4-6 with roots in the neighbourhood), who are prepared to work with you to determine the level of community interest in developing a neighbourhood plan (a Steering Committee).

- Develop a list of key people/groups who should be contacted, and reach out to as many people from the neighbourhood as possible. If you don't know where to start, talk to your local business owners, your neighbours, people at the local grocery store, laundromat or coffee shop.

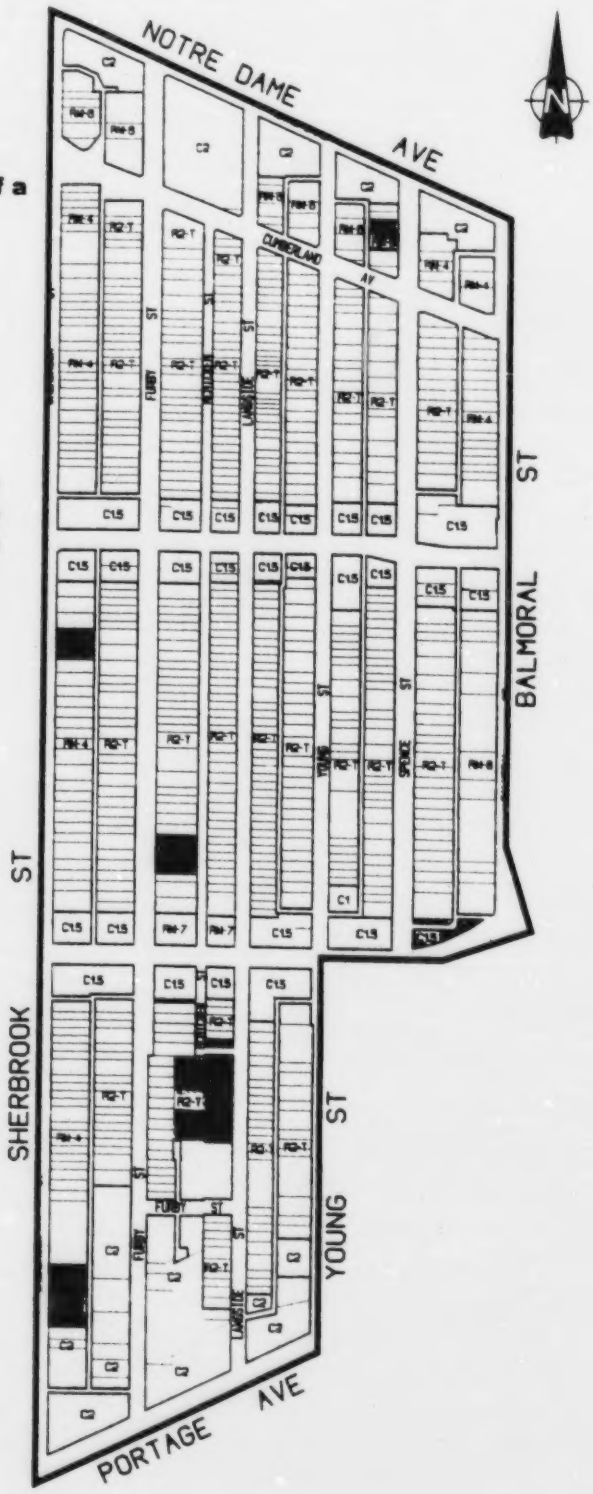
- Meet with these individuals and groups to determine their level of interest in taking part in the planning process. It may be helpful to hold joint meetings with some of them.

Once you have met with these people, you will have a good idea of whether or not to proceed with developing a neighbourhood plan.

2.2 DEFINING YOUR NEIGHBOURHOOD

One of the first decisions to be made before starting to plan is how to define your neighbourhood. A map of the city, a felt marker and discussion with your steering committee is a good place to start. Ask yourselves the following questions:

FIGURE 2 - Example of a Neighbourhood Map



ZONING

RM-4	**Multiple Family**
RM-6	**Multiple Family**
RM-7	**Multiple Family**
R2-T	**Transitional**
C1.5	**Commercial**
C2	**Commercial**
	Parkland

- What are the physical boundaries that describe the neighbourhood?
  - For a small fee, you can also have maps produced of your neighbourhood by contacting the City of Winnipeg Land Information Services Branch at 986-5279.
- What social, economic and other characteristics best describe the make-up of the neighbourhood?
  - Winnipeg Neighbourhood Characterization Studies, and Census Profiles are available through the City of Winnipeg. Contact staff from the Planning and Land Use Division at 986-2635 or the Community Services Department, Community Resources Branch at 986-7951 for assistance and advice.

2.3 ESTABLISHING A NEIGHBOURHOOD PLANNING TEAM

The goal of the neighbourhood planning process is to create a plan that truly reflects the vision of the entire neighbourhood. The first important step, therefore, is to establish a neighbourhood planning team.

The more representative a neighbourhood planning team is, the better the plan will be. Your planning team should include:

- Residents (homeowners and tenants),
- Business owners,
- Landlords, and,
- Other key neighbourhood representatives (i.e. schools, religious or cultural groups, local agencies, etc.).

Your neighbourhood planning team will be responsible for development of the plan and for communicating with the neighbourhood. In selecting your team, try to find those who are comfortable working with people with diverse backgrounds and viewpoints.

Selecting members for the neighbourhood planning team:
How you establish your neighbourhood planning team will influence both the quality of your plan and its reception in the community.

Every community has its leaders.

- Consider the skills you want to bring to the planning team, and invite people to participate who are prepared to give their time and talent to this process.
- Membership should reflect the diversity of the neighbourhood.

Consider the size of the team.

- While it is important that the team is representative of the neighbourhood, too large a group will not be effective.
- Often, one individual may represent several interest groups in the neighbourhood.

A selection process that is fair, open and inclusive will ensure greater community support. Here are some suggested approaches to selecting your planning team:

- Election by representation (i.e., decide the number of members from each sector of the community and establish a democratic process to elect members);
- Election by geographic boundaries (i.e., if the neighbourhood is large, you may want to break it down into manageable parts and host meetings to elect representatives from the smaller areas); and/or,
- Interim appointments followed by a meeting to present planning team members and seek endorsement from the neighbourhood for your team (this could be an election).

This initial community selection process is time-consuming but important for your success.

2.4 COMMUNICATING WITH YOUR NEIGHBOURHOOD

"Getting the word" out to people in your neighbourhood as you plan is important for a number of reasons:

- It keeps everyone informed as the process unfolds.
- It invites members of the community to participate through meetings, focus groups, kitchen table discussions and information events.
- It helps the planning team determine the neighbourhood's response to its ideas and proposals.

There are several ways to get messages out to the neighbourhood. Here are a few suggestions:

- Talk it up – with neighbours, business owners, school staff, etc.;
- Make posters - put them in places where lots of people will see them;
- Do a mailbox drop – use the opportunity to talk to people who come to the door;
- Initiate a telephone tree - get a group of people to call four or five people each. (This can be very effective in getting messages out to the community quickly);
- Ask to post a notice in your school and church bulletins;
- Set up an e-mail news group or bulletin board – contact an Internet service provider. They may be able link you up to a bulletin board site that is free of charge;
- Implement a voice mailbox system – contact your phone company for assistance;
- Contact radio and television stations to post a community service announcement;
- Write an article for your local newspaper; and/or,
- Place a message on your answering machine.

To inform the neighbourhood about larger issues or seek their opinions you could:

- Run ads in the local newspaper and establish a drop off location for comments;
- Mail out a questionnaire with return postage paid; and/or,
- Undertake door-to-door visits and conduct individual interviews.

It is important to develop a communication strategy at the outset and stick with it. People are more likely to participate if they are kept informed.

Use whatever methods you think will work to capture the neighbourhood's interest and input. You are limited only by your own imagination and creativity!

2.5 ORGANIZING YOUR PLANNING TEAM FOR ACTION

Before you start developing your plan, here are some important things to think about:

- Where and how often to hold regular meetings;
- Selecting a chairperson – even if it is only temporary – to keep order, call meetings or assign work;
- Having someone volunteer to keep minutes so that everyone is clear about what you have decided;
- Developing a rough schedule of what you think you will have to do to develop your neighbourhood plan. Some things to think about include:
  - What might be involved at each stage?
  - How much time should be allotted to accomplish each stage?
  - Are there resources (people, materials) you will need to help accomplish your tasks?

Building an effective planning team:
Part of getting organized is developing a sense of team spirit. You may want to consider bringing in a facilitator for a couple of sessions to help you:

- Define the role of the planning team;
- Deal with:
  - Basic group dynamics
  - Effective meetings
  - Leadership skills;
- Focus the planning process – making plans that work;
- Understand how to develop your neighbourhood vision; and/or,
- Develop the action plan.

PART THREE

Developing Your Neighbourhood Vision

Your neighbourhood VISION will define what you want to achieve for the neighbourhood today and in the future. It should be realistic, clear and inclusive.

To determine your vision, the team should ask the following questions:

- What was the neighbourhood like before?
- Where is the neighbourhood at now?
- Where do we want the neighbourhood to be in the next five to ten years?

To answer these questions:

1. Gather information about the neighbourhood (i.e., the Community Profile);
2. Assess your neighbourhood's strengths and weaknesses;
3. Draft a vision statement; and,
4. Get neighbourhood endorsement.

The following explains how to do this:

3.1 GATHERING INFORMATION ABOUT THE NEIGHBOURHOOD

To determine your future, you may want a clearer picture of your neighbourhood's key characteristics, past and present. This is called a community profile.

Elements of a Community Profile:

- Land Use Mapping – defines location and types of residential, commercial, institutional uses, parks and open space, etc.;
- Demographic Data – statistics about the people who live in the neighbourhood;
- Community Assets and Resources – an inventory of neighbourhood services and facilities and local agencies, organizations and groups; and,
- Community Perceptions – what people are saying about their neighbourhood.

Other information, such as how the neighbourhood is currently zoned, its physical assets (e.g. landmark buildings, parks, commu-

nity centres etc.), and the types of services in the area, (e.g. stores, health services, childcare, etc.) provide a snapshot of your neighbourhood. Contact the City of Winnipeg Planning and Land Use Division or your Community Resource Coordinator (CRC) for some assistance with this (see Appendix 4).

Statistical data on your neighbourhood, including population, household size, family composition, incomes, length of residency, etc., provides a profile of the people who make up the neighbourhood. This information is available on the City of Winnipeg Web Site (go to Profiles of Winnipeg and click on Census – Winnipeg's Neighbourhood Profiles) or by contacting the city departments noted above.

Organizing a walk through your neighbourhood can help your planning team identify the neighbourhood's physical assets, and take note of their condition. Walk as a team or split into small groups and take on a section of the neighbourhood to do this exercise. Bring along a map (a property address map can be produced for you by the City), some paper and pencils and jot down your observations to share later with the planning group. A camera can serve as an excellent tool to develop your neighbourhood inventory.

Researching neighbourhood organizations, community associations, cultural, religious, social and other community groups (with roots in the neighbourhood) will provide insight into the level of resident involvement in the neighbourhood.

Meeting with key agencies, businesses, institutions and local residents will provide insights into the opportunities and issues facing your neighbourhood.

Taking a survey, hosting focussed discussions or holding small "kitchen table" meetings are just a few of the methods you can use to gather insights about your community from the local people.

3.2 ASSESSING YOUR NEIGHBOURHOOD'S STRENGTHS AND WEAKNESSES

There are a number of planning tools that can assist you in assessing your neighbourhood and developing your neighbourhood vision statement. **Appendix 3** gives you a guide to some of the questions you could answer about various characteristics of your neighbourhood. A S.W.O.T. exercise (Strengths, Weaknesses, Opportunities and Threats), a P.A.T.H. process (Planning Alternatives Tomorrow with Hope) and a Future Scenario exercise can also help to focus your assessments and build consensus around what you want to achieve (e.g. in Section 4, Appendix 7, Pearpoint (1993) gives an example of a P.A.T.H. exercise).

Some questions common to any process you choose will be:

- What are our strengths as a neighbourhood – what do we do well?
- What opportunities exist in the neighbourhood?
- What resources (people, places, programs and services) do we have?
- What are the barriers (physical, financial, institutional, educational and environmental) that are preventing change?
- What in the neighbourhood can we improve or change?
- What are we missing – what do we need to make our neighbourhood a better place to live?

To help focus your discussion, consider asking the following questions:

How can our neighbourhood:

- Attract and retain people?
- Attract and retain businesses?
- Develop recreation opportunities for children and families?
- Develop opportunities for employment, education and training for local people?
- Create safe and attractive residential streets?
- Improve communication with each other about our neighbourhood issues?

3.3 DRAFTING A VISION STATEMENT

A vision statement describes where you want your neighbourhood to be in the next five, 10 or 20 years. It is based on the information you obtain from your neighbourhood assessments and your community consultations.

The neighbourhood planning team may choose to draft a series of statements to describe a probable future for the neighbourhood, or a single statement to describe what you would like the neighbourhood to become. There is no single right way to do this. Whatever process is followed in preparing the vision statement, be sure to:

- Encourage full participation in discussion by all planning team members;
- Focus on a realistic and achievable future based upon your neighbourhood assessment;
- Be conscious of the neighbourhood's people and their values; and,
- Be conscious of the need for sustainable development that respects the environment (physical assets) as well as strengthening the economy (e.g. training, employment and business development).

Some of the topics you may want to cover in preparing your vision statement might be:

- The desired physical condition of the neighbourhood;
- The nature and quality of future facilities (e.g. community services, parks, etc.); and/or,
- The desired social and economic outlook for the neighbourhood.

Here is an example of the vision statement from the City's *Centreplan (1994)*:

> *" In our vision of the future, the downtown, as the heart and pride of the city, encompasses all that is good about Winnipeg. It is a welcoming and caring place for all people, it provides an optimistic economic environment, it is an exciting, vibrant place that works well for everyone. Furthermore, the downtown community clearly understands and acts upon shared responsibilities."*

3.4 GETTING NEIGHBOURHOOD ENDORSEMENT

Neighbourhood endorsement of your vision statement(s) is essential to the success of your plan. There are many effective ways to seek neighbourhood input and endorsement. For example,

- Make copies available for public distribution and ask for comments.
- Meet with community groups.
- Organize informal discussion groups.
- Hold public meetings.
- Publish information in your local newspaper and provide a contact person to receive the feedback.
- Take a survey.

Input from consultations like these will help to clarify your vision statement(s) and build support in the neighbourhood so that you can move forward to **action planning**.

PART FOUR

Developing an Action Plan

A neighbourhood plan sets out goals and objectives, and identifies actions to achieve them.

A **GOAL** describes something you want to achieve to help realize your vision. You may have a long list of goals you want to accomplish. Grouping your goals by themes or categories may help to focus your discussion. Here are some questions that may help you to set priorities:

- What goals are most important to the neighbourhood?
- What goals are the most practical and achievable?

An **OBJECTIVE** is something that must be done to achieve one of your goals. Objectives should be specific and have a measurable outcome.

An **ACTION PLAN** describes what you will do, when you want to do it, where you will get help, and what the costs will be. You may want to start with actions that can be accomplished in a short time frame. The success of these initial efforts will demonstrate to your neighbours that changes are happening, and will help sustain interest and involvement as you progress through your plan. Try to be as specific as possible.

The following example illustrates the above:

Goal: To upgrade the condition of housing stock in the neighbourhood.

Objectives:
1. To replace existing boarded and abandoned homes on target streets through rehabilitation or new construction by 2003.
2. To increase homeowner investment in property upgrades by 20% every year.

Action Plan: **Objective 1**
To replace existing boarded and abandoned homes on target streets through rehabilitation or new construction by 2003.

Step 1: Meet with city housing staff immediately to discuss issues and develop strategies to discourage building abandonment. Resources Required: Housing Steering Committee; City Housing Staff. Estimated cost: none

Step 2: Within three months, one abandoned home on our target street assessed as unsafe/hazardous is purchased, demolished and replaced with new infill housing. Resources required: Housing Steering Committee; local housing developer. Estimated cost: $15,000

Step 3: Within one year, two existing boarded/abandoned homes on our target street are purchased, renovated and sold to first time home buyers. Resources required: Housing Steering Committee; local housing developer/renovator. Estimated cost: $50,000.

Step 4: Within five years, building abandonment and boarding of homes permitted on a temporary basis only. Resources required: Housing Steering Committee, City Housing Staff, and legislative amendments.

Objective 2

To increase homeowner investment in property upgrades by 20% every year.

Step 1: Within three months, implement promotion of home maintenance and housing repair programs targeted to homeowners. Resources required: Housing Steering Committee; federal, provincial and municipal housing program information. Estimated cost: none

Step 2: Within one year, 15 homeowners approved annually for matching grant housing repair program. Resources required: Housing Steering Committee; homeowner renovators and contractors. Estimated Cost: $30,000

Step 3: Within five years, homeowner investment in upgrading and repair continues without incentives.

PART FIVE

How Can We Measure Our Progress?

Developing Neighbourhood Indicators

How Can We Measure Our Progress?

Measuring progress will help you to build on your successes and make adjustments to your plan, based upon what you have learned. Such measurements are called indicators. Once you have decided what you will be measuring and how, you can monitor your progress, stimulate discussion and feedback from the neighbourhood and adjust your action plan to reflect what you have learned. To illustrate this, consider the following example:

Goal: To make streets safer for pedestrians and cyclists.

Objectives:
1. To reduce non-local traffic on residential streets by 50% in two years
2. To increase pedestrian and cyclist movement along residential streets by 50% in two years.

Actions: **Step 1:** Install traffic-calming devices on primary residential streets. Resources required: Traffic Steering Committee: City of Winnipeg Traffic Engineering Branch. Estimated Cost: none.
Step 2: Hold street strolls and bicycle rallies to increase neighbourhood activity on primary residential streets. Resources required: Traffic Steering Committee/Safety Committee, Winnipeg Police Services. Estimated Cost: none.

Indicators of Success:
- Reduction in volume and speed of automobiles;
- Increase in pedestrian and cyclist use.

Measurement Tools:
- Traffic counts before and after implementation;
- Community feedback (through surveys, one-on-one interviews, etc.).

PART SIX

Neighbourhood Plan Approval

Communication is crucial to make sure your plans, goals, and proposed actions are widely known and generally agreed upon by the neighbourhood. The more the neighbourhood's organizations and individuals are informed about your proposed plan, the greater the "buy-in" to the plan is likely to be. Some methods of getting your plan out to the neighbourhood include:

- A series of "open houses" at different times and at accessible locations to encourage all members of the community to attend;
- Town Hall meetings to engage debate and discussion on the plan;
- Distribution of the plan with an accompanying response questionnaire;
- Media Events, such as interviews, articles, etc.; and/or,
- Sample Surveys and Focus Groups.

Whatever method you choose, keep your communication open and be prepared to modify your plan in response to concerns raised by the community.

PART SEVEN

From Planning to Action - Implementing the Plan

Once you have achieved community consensus on your plan, you are ready to develop your projects and prepare budgets to carry them out.

7.1 PREPARING A BUDGET

Some projects will require little or no funding, but will rely on community volunteers to do the legwork (e.g. safety audits, tree pruning on private property, etc.). Others may carry a big price tag. On bigger projects, you may want to consider hiring a consultant to work out the details of your project and put together a realistic budget. Demonstrated community support, complementary funding and volunteer commitment all help to strengthen your funding proposals. (See Appendix 5 for an example of a project budget).

Most funders require you to enter into an agreement or contract in order to proceed with your project. To do this, you will be required to incorporate your planning team as a non-profit corporation, or partner with an existing group in good standing under *The Corporations Act* to execute your contract. To obtain information on how to incorporate as a non-profit organization, contact the Province of Manitoba, Department of Consumer and Corporate Affairs (Companies Office, 1010 Woodsworth Building, 405 Broadway Avenue, Winnipeg, Manitoba R3C 3L6, (204) 945-2500), or check out their website at www.gov.mb.ca and follow the link to Consumer and Corporate Affairs – Companies Office – Forms and Instructions.

7.2 CARRYING OUT THE PLAN

You have now developed a plan that you can put into action. But it's not over yet! Now comes the exciting part – overseeing actual implementation of your projects. To carry out the plan and its many projects will require a number of people and a variety of skills. The more involved your neighbourhood becomes, the more exciting your projects will be. Consider delegating responsibility to people outside your planning team, coordinating efforts with other groups, or hiring people or firms with special skills to help you with implementation.

AND REMEMBER TO TAKE TIME OUT TO CELEBRATE YOUR ACHIEVEMENTS WITH MEMBERS OF YOUR COMMUNITY!

Volunteers need to feel that they are valued for their contributions. A function to celebrate your successes will go a long way in helping the community members see that their efforts are needed and that there are visible results of their work in your community.

7.3 EVALUATION – HOW WELL DID WE DO?

Evaluating the outcome of your projects will help determine how well your planning has worked, and how you want to continue. Neighbourhood stakeholders, government, funders and other communities can all benefit from the information you obtain.

To undertake an evaluation:

- Decide on the methods for gathering feedback/results (i.e., interviews, surveys, photographs, etc.);
- Ask yourselves
  - Did we achieve what we wanted?
  - What lessons did we learn from this experience that we could apply in future?
- Communicate your progress to all of the neighbourhood stakeholders – the community-at-large, as well as to the funding partners.

7.4 NEXT STEPS

The neighbourhood planning team may want to review the plan on a regular basis to set new goals based upon lessons learned from the evaluation process or that respond to changes that are occurring naturally in the neighbourhood. Some questions you may wish to explore are:

- Do some projects need more attention?
- What new issues have arisen?
- What new opportunities do we have?
- What new resources have we created or found?
- What new goals can we decide upon?

A final, but important question for your group to consider is:

- Should the neighbourhood planning team continue?

This group has played a valuable a role in guiding and assisting local initiatives, and could continue to do so in the future. Keep together and keep the momentum going. You have worked long and hard to get to this point, and it is important to stay involved in future ideas that may need pursuing in your quest to meet your neighbourhood's goals.

Appendices

APPENDIX 1: FUNDING RESOURCES

The Province of Manitoba's *Neighbourhoods Alive!* Initiative
Neighbourhoods Alive! is a provincial initiative designed to assist community organizations in revitalizing their neighbourhoods through locally-planned and neighbourhood-supported projects. The initiative is targeted to designated older urban neighbourhoods experiencing significant social, physical and economic challenges in Brandon, Thompson and Winnipeg. *Neighbourhoods Alive!* provides financial support to designated neighbourhoods, in conjunction with the neighbourhood's own contribution of cash, labour, materials, services or other in-kind support. This initiative links neighbourhood-identified priorities with existing public sector services and programs.

Neighbourhoods Alive! also provides access to other government initiatives. This access includes, but is not limited to, housing support (provided via its link with the Winnipeg Housing and Homelessness Initiative), skills-training programs (provided by Manitoba Education and Training) and after-school, evening and weekend recreational and support programming for youths (e.g. *Lighthouses*, supported by Manitoba Justice).

For further information, contact the *Neighbourhoods Alive!* Coordinator at (204) 945-3379 or the website at (www.gov.mb.ca/ia/programs/neighborhoods.html).

Housing Improvement Zones - City of Winnipeg Housing Policy Implementation
Revitalizing inner city neighbourhoods through housing redevelopment is the focus of the City of Winnipeg's Housing Policy. The goal of the policy is to bring new life to older neighbourhoods through locally planned, community-supported housing strategies.

Under Council's Housing Implementation Framework, the City has designated target neighbourhoods as Housing Improvement Zones (HIZ). Funding and staff resources are dedicated to assist HIZ neighbourhoods in the development and implementation of five-year housing plans.

The City of Winnipeg's Housing Team

The City of Winnipeg's Housing Team is made up of planners, community resource coordinators, inspectors, community police, fire prevention officers and other technical supports, who assist neighbourhood groups and individuals to prepare Neighbourhood Housing Plans and redevelopment strategies. The Housing Team, in collaboration with neighbourhoods, will co-ordinate inspection and enforcement approaches, participate in research and policy review, and prepare recommendations to the City Council-appointed Housing Steering Committee.

For further information contact the Housing and Development Coordinator at 986-2376 or the Urban Planning Coordinator at 986-5044.

Winnipeg Housing And Homelessness Initiative (WHHI)

The governments of Canada, Manitoba and the City of Winnipeg have established a joint office in the Curry Building at 233 Portage Avenue for coordination of their housing and homelessness programs. This provides neighbourhood development corporations and non-profit organizations concerned with Winnipeg's housing and homelessness issues with a single point of access to all three levels of government. Priority is placed on projects where housing plans have been developed and adopted by the neighbourhood. However, individual projects can be funded through the WHHI.

For further information on the WHHI, phone 940-3070

Housing programs available in Winnipeg are summarized in Appendix 6.

APPENDIX 2: CITY OF WINNIPEG NEIGHBOURHOOD HOUSING PLAN REQUIREMENTS

The City of Winnipeg Housing Implementation Framework provides funding to designated neighbourhoods for their housing projects provided that they develop a Neighbourhood Housing Plan and present their plan to their respective Community Committee for approval. Funds of up to $30,000 can be provided to assist neighbourhoods in this process

A Neighbourhood Housing Plan should include:

- A description of the process used to develop the plan – who was involved, meetings and consultation processes, what background information was considered;
- A vision, broad goals and objectives *(what do you hope to achieve in the next 5 years?);*
- A detailed analysis and inventory of the present housing stock, related issues, and potential opportunities;
- Strategies or actions to achieve the goals including identification of individual projects, priorities, timelines, resources required and project responsibility;
- A financial/business plan, outlining budget, funding sources, partners and cost/benefit analysis;
- Measures to evaluate the success of the plan and a description of the process for regular review/evaluation, reporting and tracking of actions. *(The plan should be flexible and easily amended and updated to adapt to changing conditions)*; and,
- A process for community review and ongoing communication.

Review and Approval of the Plan

- Review the plan at a neighbourhood level with residents and stakeholders;
- Present plan to Community Committee for approval; and,
- Submit plan to the Winnipeg Housing and Homelessness Initiative (WHHI).

Plan Implementation

- Monitor and revise the plan as implementation progresses.

Contents required in the plan:

- Start date and approximate deadlines;
- Who the partners are;
- Why you are choosing this project (and what is the desired outcome?);
- Where the project will occur; and,
- What projects can best support those goals?

APPENDIX 3: ASSESSING YOUR NEIGHBOURHOOD

As you take stock of your neighbourhood, some questions you might want to explore include:

Housing:
- What is the age and physical condition of the housing stock?
- Is housing affordable?
- Are there organizations devoted to upgrading?
- Are homes mainly owner-occupied or rental?
- Is there any other kind of housing available?

Safety and Crime Prevention:
- Is there a Neighbourhood Watch and/or a foot patrol in your neighbourhood?
- What are traffic levels like?
- Are there concerns regarding pedestrian safety?
- Are there concerns regarding youth in your area?

Economic Development and Employment Opportunities in the Neighbourhood:
- Are local businesses thriving?
- Is the neighbourhood an attractive place for business?
- Are businesses hiring local residents?
- Are there employment opportunities for youth, seniors and/or persons with disabilities?

Education, Literacy and Training:
- Are there educational opportunities in the neighbourhood?
- Are recreational programs available?
- Are there any libraries and do they provide outreach programs?
- Are there opportunities for: skill building and training; upgrading; literacy; English as a Second Language (ESL)?

Neighbourhood Support Networks (formal and informal):
- Are there health programs and facilities in the neighbourhood?
- Are there other supports such as cultural centres, women's groups, daycares, neighbourhood outreach, seniors' centres and services, and community kitchens?

Local Self-Reliance and Community-Building:

- Are there locally owned businesses?
- Is there use of, and support for local businesses?
- Are there any co-ops?
- Are there informal economic networks (bartering, neighbourhood currencies)?
- Are there any farmers' markets?
- Which organizations, societies, clubs, non-profit groups are in the neighbourhood?
- Are community meetings and neighbourhood events held?

Natural Environment:

- Are there many neighbourhood parks?
- Are natural schoolyards and other play areas available?
- What is the condition of the open spaces?
- Are there a number of vacant lots?
- Are there neighbourhood gardens?
- Is the neighbourhood involved in the creation and maintenance of open spaces?
- Is environmental education available?

Built Environment:

- What is the condition of private and public buildings?
- What is the condition of the streets and commercial corridors (i.e. sidewalks, lighting)?

Answering these questions about your neighbourhood will help to identify things that your group may want to improve. These ideas will be very helpful when you develop your vision statement and action plan for the future.

APPENDIX 4: COMMUNITY RESOURCES

City of Winnipeg Housing and Development Coordinator
Department of Planning, Property and Development
Ray Klassen
233 Portage Avenue
Winnipeg, MB R3B 2A7
Ph: 986-2376
Fax: 940-3077
e-mail: raklassen@gov.mb.ca

Neighbourhoods Alive!
Richard Dilay, Coordinator
Province of Manitoba
Intergovernmental Affairs
6th floor, 800 Portage Avenue
Winnipeg, MB R3G 0N4
Ph: 945-3379
Fax: 940-3077
e-mail: rdilay@gov.mb.ca
web site: www.gov.mb.ca

Winnipeg Housing & Homelessness Initiative
233 Portage Avenue
Winnipeg, MB R3B 2A7
Ph: 940-3070
Fax: 940-3077

City of Winnipeg Co-ordinator:
Jacquie East-Ming
Ph: 940-3074
e-mail: jeastming@gov.mb.ca

Provincial Director:
Roy Kirby
Ph: 940-3072
e-mail: rkirby@gov.mb.ca

Federal Co-ordinator:
Myles Livingstone
Ph: 983-7313
e-mail: myles.livingstone@hrdc-drhc.gc.ca

Additional Resources:

City of Winnipeg Housing Resources – contact the Planning, Property and Development Department, Customer Service Inquiry at 986-3500.

City of Winnipeg Community Services Department, Community Resource Coordinators – contact 986-7951.

CONTACT Community Information
Suite 410, 5 Donald Street South
Winnipeg MB R3L 2T4
Ph: 287-8827
Fax: 287-8785
www.contactmb.org

Produces Community Contacts, which lists local organizations and related information.

Social Planning Council of Winnipeg
412 McDermot
Winnipeg MB R3A 0A9
Ph: 943-2561
Fax: 942-3221
www.spcw.mb.ca

The Social Planning Council partners with neighbourhoods, providing research and community-building assistance in order to ensure local neighbourhood ownership, civic participation, empowerment, skill-development and capacity building.

University of Manitoba
Department of City Planning
Faculty of Architecture
Department Head, Dr. Ian Skelton
Ph: 474-9458
Fax: 474-7532

Neighbourhoods may wish to seek assistance from city planning students, some of whom may be able to organize their major degree projects around your neighbourhood's work.

University of Winnipeg
Institute of Urban Studies
346 Portage Avenue
Winnipeg, MB R3C 0C3
Contact: Tom Carter
Ph: 982-1148
Fax: 943-4695

The Institute of Urban Studies has an extensive library of resources relating to urban issues, demographics, position papers, and targeted studies, many of which focus on Winnipeg. If you are seeking research assistance, contact the Institute.

Winnipeg Public Library
251 Donald Street
Winnipeg MB R3C 3P5
Ph: 986-6450
Fax: 986-4072 or 942-5671
www.wpl.city.winnipeg.mb.ca

In addition to providing access to a variety of information sources, the Library reference staff can assist in searching out neighbourhood information. Also provides access to Community Contacts database, which lists all available information about organizations and their services.

Winnipeg Regional Health Authority (WRHA)
1800-155 Carlton St.
Winnipeg, MB R3C 4Y1
Contact: Jeanette Edwards (Director of Community Development)
Ph: 926-8021

The WRHA has demographic and other community information in the form of Community Characterization Areas. WRHA also has a web site which offers public information on the Community Health Assessment forums at: http://www.wrha.mb.ca/cha/index.html

APPENDIX 5: SAMPLE PROJECT BUDGET

NEIGHBOURHOOD LANDSCAPING PROJECT

	EXPENSES	INCOME		
ITEM	ITEM COST	IN-KIND*	COMMITTED	OTHER*
Project Administration	$1,000	$1,000	—	—
Project Co-ordinator ($15.00/hr @ 30hrs/week x 16 weeks)	$7,200	$3,000	$2,000	$2,200
Youth Supervisor/Worker ($7.00/hr @ 40hrs/week x 16 weeks)	$4,480	$480	$4,000	—
Volunteer Honorariums (5) ($100/week x 16 weeks x 5)	$8,000	—	—	$8,000
Staff/Administration Totals:	**$20,680**	**$4,480**	**$6,000**	**$10,200**
Landscape Materials: (estimate)	$5,600	$200	$3,800	$1,600
Painting Materials:	$700	$100	$600	—
Clean-up Materials:	$300	$300	—	—
Miscellaneous: (gas and maintenance)	$700	$300	$400	—
Supplies/Overhead Totals:	**$7,300**	**$900**	**$4,800**	**$1,600**
TOTALS:	**$27,980**	**$5,380**	**$10,800**	**$11,800**

Sources of Income

**In-kind income includes volunteer hours, local fundraising*

**Other income sources include grants and donated materials.*

APPENDIX 6: HOUSING PROGRAM SUMMARY

Residential Rehabilitation Assistance Program (RRAP) offers financial assistance to low-income homeowners, disabled persons and landlords (loans of up to $18,000, of which $12,000 may be forgivable) to repair their homes. The program brings substandard dwellings up to an acceptable level of health and safety.

Homeowner Emergency Loan Program (HELP) offers no-interest loans up to $3,000 to address emergency repairs that impact the health and/or safety of a home's occupants. The same low-income standards are used as RRAP.

Neighbourhood Housing Assistance (NHA) provides loans of up to $10,000, forgivable over five years, to homeowners in five designated neighbourhoods: Point Douglas, Lord Selkirk Park, William Whyte, Spence, and West Broadway. For a homeowner to receive an NHA loan, all inspector-recommended repairs must be completed and those above $10,000 must be completed at the homeowner's expense.

Home Adaptation for Senior's Independence (HASI) provides loans of up to $2,500 (forgivable over six months) to low-income seniors to improve the physical accessibility of their dwelling unit.

Manitoba Hydro Energy Conservation Program offers loans up to $5,000 at 8.5% interest repayable over five years for repairs that improve the energy efficiency of the house.

Home Renovation Tax Assistance Program (HRTA) offers up to $1,500 property tax credit to owners of homes assessed at less than $90,000 for renovations done to the home. The maximum grant is 15% of the cost of renovations to a maximum of $10,000 worth of renovations.

Minimum Home Repair Program (MHRP) may provide financial assistance up to $3,000 to repair "minor" but important elements in a house and, which if not repaired, could force an owner-occupied dwelling to become vacant. This program helps to extend the life expectancy of the existing housing stock in designated neighbourhoods.

APPENDIX 7: RESOURCES IN PRINT

The following books and articles are a sample of the publications available to assist in organizing and planning with your neighbourhood:

1. Getting Started – Neighbourhood Planning and Community Outreach

Bryant, Christopher, "Working Together Through Community Participation, Cooperation and Partnerships", *Sustainable Community Analysis Workbook 1*, St. Eugene: Econotrends, 1994a.

Dale, Duane, *Beyond Experts : a Guide for Citizen Group Training*, Amherst, Mass.: Centre for International Education, 1979.

Gahlinger-Beaune, Rosemary, *Good Work: An Operating Manual for Canadian Not-for-Profit Organizations*, Whitby, ON: McGraw-Hill Ryerson, 1993.

Glynn, Thomas J., "Neighborhood and Sense of Community", *The Journal of Community Psychology*, Vol. 14, 1986, pp.341-352.

Jones B., *Neighbourhood Planning a Guide for Citizens and Planners*, Chicago: Planners Press, 1990.

Kaner, Sam, *Facilitator's Guide to Participatory Decision-Making*, Gabriola Island, B.C.: New Society Publishers, 1996.

Mantell, Michael A., Stephen F. Harper and Luther Propst, *Creating Successful Communities: a Guidebook to Growth Management Strategies*, Washington, DC: Island Press, 1990.

Mantell, Michael A., Stephen F. Harper and Luther Propst, *Resource Guide for Creating Successful Communities*, Washington, DC: Island Press, 1990.

Peterman, William, *Neighbourhood Planning and Community-Based Development: The Potential and Limits of Grassroots Action*, Thousand Oaks, CA: Sage, 2000.

Schuler, Douglas, *New Community Networks: Wired for Change*, New York, NY: ACM Press, 1996.

Staples, Lee, *Roots to Power*, Westport, CT: Greenwood Publishing Group, 1984.

Wharf, Brian and Michael Clague, eds., *Community Organizing: Canadian Experiences*, Toronto, ON: Oxford University Press, 1997.

2. Running Effective Meetings, Managing, Facilitating Skills

Cameron, Esther, *Facilitation Made Easy: Practical Tips to Improve Facilitation in Workshops*, London: Kogan Page, 1998.

Dale, Duane, *How to Make Citizen Involvement Work : Strategies for Developing Clout*, Amherst, Mass.: Center for International Education, 1978.

Hatry, Harry P., Elaine Morley, George P. Barbour, Jr., and Steven M. Pajunen, *Excellence in Managing: Practical Experiences form Community Development Agencies*, Washington, DC: Urban Institute, 1991.

Lakey, Berit M., George Lakey, Rod Napier and Janice M. Robinson, *Grassroots and Nonprofit Leadership: a Guide for Organizations in Changing Times*, Gabriola Island, B.C.: New Society Publishers, 1995.

Rees, Fran, *The Facilitator Excellence Handbook: Helping People Work Creatively and Productively Together*, San Francisco: Jossey-Bass Pfeiffer, 1998.

Renton, N.E., *Guide for Meetings: a Handy Reference Manual for Members of Clubs and Societies*, Agincourt, ON: The Law Book Company Limited, 1990.

Stitt, Allan J., *Alternative Dispute Resolution for Organizations: How to Design a System for Effective Conflict Resolution*, Toronto: John Wiley & Sons Canada, Ltd., 1998.

3. Communication And Proposal Writing Skills

Matthew's Media Directory, Toronto: Canadian Corporate News, 1999.

Dobrian, Joseph, *Business Writing Skills: a Take-Charge Assistance Book*, New York: American Management Association, 1997.

Mitiguy, Nancy, *The Rich Get Richer and the Poor Write Proposals*, Amherst, Mass.: Center for International Education, 1978.

Smith, Jeanette, *The New Publicity Kit*, New York: John Wiley & Sons, Inc., 1995.

4. Needs Analysis And Surveying Skills

Alreck, Pamela and Robert B. Settle, *The Survey Research Handbook*, Boston: Irwin McGraw-Hill, 1995.

Fink, Arlene and Jacqueline Kosecoff, *How to Conduct Surveys*, Newbury Park, CA: Sage, 1985.

Forsey, Helen, *Circles of Strength: Community Alternatives to Alienation*, Gabriola Island, BC: New Society Publishers, 1993.

Kretzmann, John and John McKnight, *Building Communities From the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*, Centre for Urban Affairs and Policy Research, Neighbourhood Innovation Network, 1993.

Miller, Thomas I., *Citizen Surveys*, Washington, DC: International City Management Association, 1991.

Pearpoint, Jack, John O'Brien and Marsha Forest, *PATH (Planning Alternative Tomorrows with Hope): A Workbook for Planning Positive Possible Futures*, Toronto: Inclusion Press, 1993.

5. Evaluation Skills

Measuring Community Capacity Building, Aspen, CO: Aspen Institute, 1996.

6. Miscellaneous

McCamant, Kathryn, Charles Durrett and Ellen Hertzman, *Cohousing : A Contemporary Approach to Housing Ourselves*, Berkeley, CA: Ten Speed Press, 1993.

Newman, Oscar, *Defensible Space: Crime Prevention Through Urban Design*, New York: Macmillan, 1972.

Savdie, Tony and Tim Cohen-Mitchell, *Local Currencies in Community Development or too much mngwotngwotiki is bad for you*, Amherst, Mass.: Centre for International Education, 1997.

Selman, Paul, *Local Sustainability: Managing and Planning Ecologically Sound Places*, New York: St. Martin's Press, 1996.

Vidal, Avis C., *Rebuilding Communities: a National Study of Urban Community Development Corporations*, New York: Community Development Research, Centre Graduate School of Management and Urban Policy, New School for Social Research, 1992.

Weinstein, Gayle, *Xeriscape Handbook : A How-To Guide to Natural, Resource-Wise Gardening*, Golden, CO: Fulcrum Publishers, 1999.

Wekerle, Gerda R., and Carolyn Whitzman, *Safe Cities: Guidelines for Planning, Design and Management*, New York: Van Nostrand Reinhold, 1995.

Willis, Dan and Josh Meyer, *Differences: A Bridge or a Wall*, Amherst, Mass.: Centre for International Education, 1983.

APPENDIX 8: RESOURCES ON THE INTERNET

This list of resources was developed in of the fall of 2000. Users should note that, given the rapid pace of change in the Internet, these contents and links may not be as described and the sites themselves may no longer be available.

The list of resources consists of information on a wide range of topics, including developing a neighbourhood plan, community organizing, community economic development, organizing around transportation, the environment and safety issues. The listings are not exhaustive, nor have they been evaluated or ranked.

GOVERNMENT SOURCES

1. Government of Canada
http://www.gc.ca/main_e.html
Information about services offered by the Government of Canada with links to individual government departments and special operating agencies such as Human Resources Development Canada, Health Canada, Western Economic Diversification and the Canada Mortgage and Housing Corporation.

2. Manitoba Human Services Guide
http://direct.gov.mb.ca
A listing of services and programs from the Provincial Government to aid communities and individuals with financial and other needs.

3. Manitoba Community Profiles
http://www.communityprofiles.mb.ca
Demographic and narrative information about many of Manitoba's municipalities, their businesses and services.

4. Manitoba Sustainable Development
http://www.susdev.gov.mb.ca/
The Department of Manitoba Conservation website, which offers access to a variety of environmentally-focused information, as well as information on sustainability indicators.

5. City of Winnipeg
http://www.city.winnipeg.mb.ca/
Through the main page of the City of Winnipeg website, you can access data from the Census profiles that describe your community, as well as all city services and *Plan Winnipeg*.

6. Plan Winnipeg
http://www.city.winnipeg.mb.ca (follow the links)
As City Council's long-range plan, *Plan Winnipeg* is the most important document prepared by the City. It would be worthwhile for a community organization to consult it because all future city developments will need to be consistent with it.

7. Transplan 2010 Highlights
http://www.city.winnipeg.mb.ca/transport/Transplan_2010.htm
The city's long-range transportation plans should be of interest to a neighbourhood doing long-range planning of their own - for instance, a neighbourhood might want to see if future road-building or transit improvements will affect them.

8. Minnesota Planning (local assistance)
http://www.mnplan.state.mn.us/commplan/cbpinmn.html
Owing to the 1997 Community-Based Planning Act and the Neighborhood Revitalization Program (NRP) in Minneapolis, there is a strong history of community-based planning in Minnesota. This site provides some examples of goals, projects, planning documents and community-based planning websites.

OTHER WEBSITES

1. Vancouver Citizen's Handbook
http://www.vcn.bc.ca/citizens-handbook/
This site claims to be "the most complete grassroots organizing guide available on the Internet". It covers how to get started, how to research, promote and evaluate an organization's work; facilitating, fundraising, holding meetings and decision-making. It also provides reviews of related books, and reprints influential articles and essays on community-building, such as "Developing Civic Culture" by Ralph Nader and "Grassroots Wilt: How Community Groups Destroy Themselves".

2. Edmonton Community Building Resources
http://www.cbr-aimhigh.com/main.htm
Community Building Resources (CBR) is a small business operated out of Edmonton, Alberta by an "asset-focused community developer" that uses a copyrighted "Community Capacity & Asset Mapping" technique to work towards "Capacity Success." The website highlights some of the detailed steps in CBR's recommended processes. (This could be considered as an alternative to the steps outlined in this document).

3. Setting up a Neighbourhood Watch in Winnipeg
http://www.city.winnipeg.mb.ca/police/TakeAction/neighbourhood%20watch.htm
This site provides step-by-step instructions for establishing a Neighbourhood Watch program.

4. Civic Practices Network
http://www.cpn.org/
According to the website, the "The Civic Practices Network (CPN) is a collaborative...project bringing together a diverse array of organizations and perspectives within the new citizenship movement." It contains a toolbox of models, manuals and techniques, as well as case studies on civic innovation.

5. Manitoba Freenet Portal (Resource Centre)
http://www.freenet.mb.ca/community/index.html
The wide range of links on this site include: community support and development, housing, and links to Manitoba community support services.

6. Ginsler & Associates (community capacity building)
http://www.ginsler.com/html/ccb.htp
This Ontario consulting firm provides free access on their website to several substantial documents in PDF format (Adobe Acrobat may be downloaded from their site): The Effective Board Member's Orientation Manual; the Non-Profit Organization Self-Evaluation Checklist; Strategic Planning for Non-Profit Organizations; Working Together: Maximizing the Impact of Community Services.

7. Community Toolbox (Tools section)
http://ctb.lsi.ukans.edu/
An extensive internet-based compilation of useful ideas that deal with topics essential to community organizing: assessing community assets, project evaluation, ensuring the sustainability of initiatives, forming partnerships, collaboration and writing grant proposals.

8. Bowling Alone
http://muse.jhu.edu/demo/journal_of_democracy/v006/putnam.html
A provocative and interesting article that originally appeared in the Journal of Democracy, Bowling Alone documents how a sense of community (which has traditionally taken the form of participation in community events, concerns and organizations) has declined in recent decades.

9. Nebguide
http://www.ianr.unl.edu/pubs/consumered/g1122.htm
A University of Nebraska-Lincoln website that reproduces an essay on "Managing Community Conflict: Strategies for resolving Community Level Disagreements."

10. Together We Can
http://www.togetherwecan.org
The mission of TWC is "to strengthen and sustain the capacity of community collaboratives". The website contains a "Community Collaborative Wellness Tool Kit" which is based on the experiences of many community organizations. It includes information on collaborative decision-making, public engagement, resident participation, accountability, supports and opportunities, financing and resource development, and developing leadership.

11. Institute for Local Self-Reliance
http://www.ilsr.org
For the past two decades, the Institute for Local Self-Reliance has been studying ways in which communities can prosper from their own internal resources, rather than being dependent on—and pouring money into—external companies and agencies. Through an emphasis on local businesses, energy and resource conservation

and re-use, the ILSR has shown that ecologically sustainable communities not only empower local residents, but are more economically productive as well. Check out the "new rules project" section, and the magazine, *New Rules*.

12. Assiniboine Credit Union (Community Connections)
http://www.assiniboine.mb.ca/
Through the main page, you can access links to the Community Development Business Association, as well as other groups in the community.

13. Habitat for Humanity
http://www.habitat.org/
Habitat for Humanity works with communities to rehabilitate and construct homes.

14. Natural Capitalism
http://www.natcap.org/
This is a website based on the book by Hawkins, Lovins and Lovins. You can download and read the chapters of the book in Adobe format. The underlying theme of this literature is 'whole systems planning'. This means basing solutions to problems on the linkages between things and how they create new opportunities for change. It also discusses how communities can see beyond financial limitations by using other resources, such as social networks.

15. Global Ideas Bank
http://www.globalideasbank.org/neighbourhood.html
This is a compendium of ideas for community-building that have been submitted (and rated) by people from around the world. Suggestions include: extending the living room out into the street; a breakfast club for meeting neighbours; and public libraries putting people in touch with local "experts" on a given subject.

16. Fehr & Peers Associates - Your complete guide to traffic calming
www.trafficcalming.org
Discusses the history, varieties and effectiveness of traffic calming, and provides links to other resources.

17. Blacksburg (neighbourhood planning section)
http://www.blacksburg.va.us/services/planning/neighborhood_planning.php
Like this present document, this webpage lays out the neighbourhood planning process in some detail. The purposes of planning, as well as some of the steps required to form a planning organization are explained.

18. Minnesota Council of Foundations (Writing a successful Grant Proposal)
http://www.mcf.org/mcf/grant/writing.htm
Although this site is intended for use by Minnesotans applying for grants, it also outlines typical grant proposals, containing the elements most often required by a granting body.

19. Non-Profit Guides (Writing a grant proposal)
http://www.npguides.org/guide/index.html
This also gives sample letters, applications and budgets that can be used as models by those applying for grants.

20. Land Centre (Sustainable Societies)
http://www.landcentre.ca/communities/sustsocieties-finalreport.htm
This site reports on a pilot project undertaken by the Communities Institute of BC. The Sustainable Societies program was established to explore new ways that not-for-profit organizations can seek funding. Participants appraise the strengths and weaknesses of this project.

21. Sustainable City (Sustainability Indicators)
http://www.sustainablecity.net/LA21/Indicators/indicators.htm
This is an example of a locality (Cambridge, England) applying indicators of social and environmental sustainability. Indicators are organized according to objectives and then qualified in terms of whether an increase or decrease in these trends is sought.

22. Urban Capacity Building
www.gdrc.org/uem/documents.html#comparti
Links to a number of substantial documents that define, explain and apply concepts of community capacity-building. Some links have an international development focus.

23. Conducting Focus Groups
www.mapnp.org/library/grp_skll/grp_skll.htm
Numerous links to information on focus groups: basics, how to run a focus group and getting more out of focus groups.

24. City Farmer
http://www.cityfarmer.org
Based on over 20 years of experience and research, the City Farmer website (out of Vancouver) promotes international urban agriculture. Topics include community gardens, growing food, health and nutrition, rooftop gardening and urban forestry.

25. Xeriscape
http://icangarden.com/Beginning/beginning1.htm
This exhaustive Canadian gardening site includes information on planning xeriscapes, preparing soils, selecting appropriate plants, and irrigating efficiently.

26. Asset-based Community Development Institute
http://www.nwu.edu/IPR/abcd.html
"The Asset-Based Community Development Institute (ABCD), established in 1995 by the Community Development Program at Northwestern University's Institute for Policy Research, is built on three decades of community development research..." The ABCD produces "practical resources and tools for community builders to identify, nurture and mobilize neighbourhood assets."

27. Local Exchange and Trading Society (LETS) Edmonton
http://www.freenet.edmonton.ab.ca/lets
An example of informal economics at work, LETS is an "alternate economy based on barter and local credit money called talents...[it] gives people and businesses the opportunity to acquire or sell goods without traditional cash. It also provides a communication network through which members of the community can meet their needs for education, recreation and social interaction."

28. Co-housing - Somewhere Between Neighbourhood and Commune
http://www.cohousing.ca/what_is.html
Co-housing, as this website explains, is a concept in which a group of single-family homes share resources, chores, gardens, and play spaces, and work together on many of the activities that most families do on their own.

29. Visioning Exercises
http://www.alternatives.com/capp/ch-cas9o.htm
Brief description of how visioning can help citizens imagine change for their communities.
http://www.inclusion.com/PI-PATH.html
Good reference source for the Planning Alternatives Tomorrow with Hope (P.A.T.H.) process.

30. Guidelines for Groups
http://www.umich.edu/~salead/SAL-GroupGuidelines.html
Although aimed at university student groups, this page is a very good summary of how to organize, determine a vision, set goals and objectives, and plan events.

31. International Institute for Sustainable Development (Communities and Livelihoods)
http://iisd1.iisd.ca/
A website aimed at providing resources to communities interested in sustainable development. A great feature on the website is the 'search' page for Sustainability Tool Kits.

32. Three Community Workers Handbook
http://www.scn.org/ip/cds/cmp/hand.htm
Dr. Philip Bartle's site consists of three handbooks for fieldworkers involved in reducing poverty and strengthening low-income communities. Topics on self-management, empowerment and development are included in three handbooks: Handbook of Mobilizers; Handbook for Generating Wealth; and Handbook of Monitoring.

33. The Neighbourhood Charette Handbook
http://www.louisville.edu/org/sun/planning/char.html
This is a handbook for visioning and visualizing your neighbourhood's future.